

The Influence of Workload, Job Rotation, Self-Efficacy on Employee Performance with Job Satisfaction as a Mediation Variable in Surabaya City Land Office Employees

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The Influence of Workload, Job Rotation, Self-Efficacy on Employee Performance with Job Satisfaction as a Mediation Variable in Surabaya City Land Office Employees

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ABSTRACT

This research aims to determine: (1) the effect of workload on job satisfaction, (2) the effect of job rotation on job satisfaction, (3) the effect of self-efficacy on job satisfaction, (4) the effect of workload on employee performance, (5) the effect of work rotation on employee performance, (6) the effect of self-efficacy on employee performance, (7) the effect of job satisfaction on employee performance, (8) the effect of workload on employee performance through job satisfaction, (9) the effect of work rotation on employee performance through satisfaction work, (10) the influence of self-efficacy on employee performance through job satisfaction. This research is quantitative research. The population in this study was all 138 employees at the Surabaya City Land Office I. The sample in this study was 138 respondents who were determined using a census study. The data collection technique uses a questionnaire that has been tested for validity and reliability. The data analysis technique uses path analysis. The results of this research show that: (1) there is an influence of workload on employee job satisfaction at the Surabaya City Land Office I, (2) there is an influence of job rotation on employee job satisfaction at the Surabaya City Land Office I, (3) there is an influence of self-efficacy on job satisfaction of employees at the Surabaya City Land Office I, (4) the influence of workload on the performance of employees at the Surabaya City Land Office I, (5) the influence of work rotation on the performance of employees at the Surabaya City Land Office I, (6) the existence of the influence of self-efficacy on employee performance at the Surabaya City Land Office I, (7) the influence of job satisfaction on employee performance at the Surabaya City Land Office I, (8) the influence of workload on employee performance through employee job satisfaction at the City Land Office Surabaya I, (9) the influence of job rotation on employee performance through employee job satisfaction at the Surabaya City Land Office I, (10) the influence of self-efficacy on employee performance through employee job satisfaction at the Surabaya City Land Office I

ABSTRAK

Penelitian ini bertujuan untuk mengetahui: (1) pengaruh beban kerja terhadap kepuasan kerja, (2) pengaruh rotasi kerja terhadap kepuasan kerja, (3) pengaruh efikasi diri terhadap kepuasan kerja, (4) pengaruh beban kerja terhadap kepuasan kerja, kinerja pegawai, (5) pengaruh rotasi kerja terhadap kinerja pegawai, (6) pengaruh efikasi diri terhadap kinerja pegawai, (7) pengaruh kepuasan kerja terhadap kinerja pegawai, (8) pengaruh beban kerja terhadap kinerja pegawai melalui kepuasan kerja, (9) pengaruh rotasi kerja terhadap kinerja karyawan melalui kepuasan kerja, (10) pengaruh efikasi diri terhadap kinerja karyawan melalui kepuasan kerja. Penelitian ini merupakan penelitian kuantitatif. Populasi dalam penelitian ini adalah seluruh pegawai Kantor Pertanahan Kota Surabaya I yang berjumlah 138 orang. Sampel dalam penelitian ini berjumlah 138 responden yang ditentukan dengan menggunakan penelitian sensus. Teknik pengumpulan data menggunakan kuesioner yang telah diuji validitas dan reliabilitasnya. Teknik analisis data menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa: (1) terdapat pengaruh beban kerja terhadap kepuasan kerja pegawai pada Kantor Pertanahan Kota Surabaya I, (2) terdapat pengaruh rotasi kerja terhadap kepuasan kerja pegawai pada Kantor Pertanahan Kota Surabaya I, (3) terdapat pengaruh efikasi diri terhadap kepuasan kerja pegawai Kantor Pertanahan Kota Surabaya I, (4) pengaruh beban kerja terhadap kinerja pegawai Kantor Pertanahan Kota Surabaya I, (5) pengaruh rotasi kerja terhadap kinerja pegawai pada Kantor Pertanahan Kota Surabaya I, (6) adanya pengaruh self-efficacy terhadap kinerja pegawai pada Kantor Pertanahan Kota Surabaya I, (7) pengaruh kepuasan kerja terhadap kinerja pegawai pada Kantor Pertanahan Kota Surabaya I, (8) pengaruh beban kerja terhadap kinerja pegawai melalui kepuasan kerja pegawai pada Kantor Pertanahan Kota Surabaya I, (9) pengaruh rotasi pekerjaan terhadap kinerja pegawai melalui kepuasan kerja pegawai pada Kantor Pertanahan Kota Surabaya Dinas I, (10) pengaruh self efficacy terhadap kinerja pegawai melalui kepuasan kerja pegawai pada Kantor Pertanahan Kota Surabaya I.

Keywords: Workload, work rotation, self-efficacy, Job satisfaction, employee performance

1. INTRODUCTION

The era of globalization requires humans to always be ready to face changes and competition at the international level. In the current era of globalization, especially in an organization, human resources play an important role because human factors determine the survival of a company. Human resources (HR) are required to continuously be able to actively develop themselves. Human resources must be people who are willing to learn and work hard so that their potential develops to the maximum. If human resources are not ready to face the challenges and changes that occur in their environment, this will become a threat because they will not be able to compete in life. Good governance is a government that is close to and protects the community and in providing services it must be in accordance with the community's needs. Apart from providing the best service to the community,



organizations from the public sector must pay attention to the principles of good governance to improve government performance.

The Surabaya City Land Office I is one of the land offices that assists the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency in carrying out its duties to serve the community in the field of land legalization. The Surabaya City Land Office I is one of three Land Offices throughout Indonesia that have received the title of Clean Serving Bureaucratic Area (WBBM). Clean Serving Bureaucratic Area (WBBM) according to the Regulation of the Minister of State Civil Apparatus Empowerment and Indonesian Bureaucratic Reform Number 52 of 2014 is "a predicate given to a work unit that fulfills most of the management changes in governance arrangements, structuring the HR management system, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services". Therefore, employees within the Surabaya City Land Office I are required to always provide the best performance based on Quality, Quantity, Timeliness, Cost Effectiveness in order to comply with the Standard Operating Procedures set by the organization. However, in reality there is still work that is not completed in accordance with the Standard Operating Procedure Time, while the Surabaya City Land Office 1 already holds the title of Clean Serving Bureaucratic Area (WBBM) where the service provided must be excellent service, in which the service must be in accordance with the time services based on standard operating procedures that have been established in each line section. This will affect the declining performance of Surabaya City Land Office employees. Empirically high and low employee performance can be caused by several factors including employee rotation workload, self-efficacy and job satisfaction.

Based on researchers' observations at the Surabaya City Land Office I, there are still employees who are not satisfied with their work because there have been no rewards given to employees who excel and exemplary employees at the Surabaya City Land Office I and there has been no punishment given to employees who often violate the rules at the Land Office. Surabaya City 1 so that employees are less challenged and motivated to become the best employees. Based on this description, the researcher conducted research with the following title: "The Influence of Workload, Job Rotation, Self-Efficacy on Employee Performance with Job Satisfaction as a Mediating Variable in Surabaya City Land Office Employees I"

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Good governance functions to increase the potential for change in the bureaucracy in order to create better public services, because so far the public still considers public services carried out by the bureaucracy to be unprofessional, expensive, and tend to be slow (Rahmadana et al., 2020). The Surabaya City Land Office I is one of the land offices that assists the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency in carrying out its duties to serve the community in the field of land legalization. The Surabaya City Land Office I is one of three Land Offices throughout Indonesia that have received the title of Clean Serving Bureaucratic Area (WBBM). Workload is one of the factors in increasing job satisfaction and organizational performance. According to Nurmianto in (Mahawati et al., 2021) workload is a group or number of activities that workers must complete within a certain period of time. Based on the results of research conducted by (Ardianti&Widiartanto, 2019) which states that workload has a positive and significant effect on employee performance.

Job Rotation according to (Amanda et al., 2024)) job rotation is a process of moving employees from one job to another horizontally without causing changes in salary or rank/class with the aim of increasing employee knowledge, experience, insight, skills and to overcome boredom. Based on the results of research conducted by (Adilla& Budiono, 2022) work rotation has a significant effect on performance

According (Safrizal, 2022)) self-efficacy is an individual's assessment of his ability or competence to carry out a task, achieve a goal and produce something. Based on research conducted by (Syifa& EKOWATI, 2022)) self-efficacy has a direct influence on employee performance which is mediated with job satisfaction. According to researchers' observations at the Surabaya City Land Office I, there is a phenomenon namely that some employees are less able to solve difficult problems, where many employees are not confident in being able to complete work matters efficiently without any unexpected incidents by the employees. (Hasibuan&Afrizal, 2019) job satisfaction is an employee's emotional attitude that comes from within the employee himself, such as employees like a positive attitude at work which can influence their work. The results of research conducted by (Suntari&Rasto, 2018) and (Harahap&Tirtayasa, 2020) show that job satisfaction has a positive and significant effect on employee performance.

3. RESEARCH METHOD

This research is quantitative research which is research carried out using experiments using several variables. The population in this study was 138 Surabaya City Land Office employees. Data collection uses a Likert scale on questionnaires. Researchers used non-probability sampling techniques, with saturated sampling techniques ((Tegor et al., 2020)). Instrument testing using validity and reliability tests and using path analysis which is used to study the hypothesis of cause-and-effect relationships using correlation (Ghozali, 2016) This research uses the



path analysis method which is the development of correlation which is described into several interpretations used to study the hypothesis of cause-and-effect relationships using correlation.

4. DATA ANALYSIS AND DISCUSSION

Based on the results of the analysis of the two structures, the resulting path coefficient equation can be described as follows:

$$Y = 1,363 + 0,183 X1 + 0,353 X2 + 0,298 X3 + 0,310 Z + 0,356$$
$$Z = 0,268 + 0,165 X1 + 0,232 X2 + 0,234 X3 + 0,866$$

Overall Effect (Coefficient c) The magnitude of the impact that workload has on performance beyond satisfaction: $X1 \Rightarrow Z \Rightarrow Y = (0,165 + 0,310) = 0,475$. After knowing the magnitude of the mediating impact of workload on employee performance through job satisfaction, Sobel testing is applied as a strategy that is believed to have statistical capabilities compared to other technical approaches which are explained as follows:

$$Sab = \sqrt{b2 sa2 + a2 sb2 + sa2 sb2}$$

$$Sab = \sqrt{0,310^2 0,134^2 + 0,165^2 0,644^2 + 0,134^2 0,644^2}$$

$$Sab = 0,096,0,018 + 0,027,0,415 + 0,018,0,415$$

$$Sab = 0,0017 + 0,0113 + 0,0074$$

$$Sab = 0,020$$

In order to determine the magnitude of the indirect impact of the independent variable on the dependent variable, coefficient calculations are applied Z of the following ab coefficients:

$$Z = \frac{ab}{sab}$$
$$Z = \frac{0,134 \times 0,644}{0,020}$$
$$Z = 4,2$$

The Z calculation result is 4.2 which exceeds the prerequisite Z score of 1.98 which indicates the job satisfaction aspect as an aspect that can moderate workload and employee performance

A. Hypothesis Test: Job Rotation (X2) Influences Employee Performance (Y) Through Job Satisfaction (Z)

- Direct influence The magnitude of the impact that Job Rotation has on job satisfaction (Substructural one / coefficient a). $X1 \Rightarrow Z = 0,232$
- Direct influence The magnitude of the impact that job satisfaction has on employee performance (substructural two / coefficient b). $Z \Rightarrow Y = 0,310$
- Indirect Influence (ab coefficient) The magnitude of the impact that job rotation has on employee performance through job satisfaction. $X1 \Rightarrow Z \Rightarrow Y = (0,232 \times 0,310) = 0,007192$.

Overall Effect (Coefficient c) The magnitude of the impact that workload has on performance beyond satisfaction: $X1 \Rightarrow Z \Rightarrow Y = (0,232 + 0,310) = 0,542$

After knowing the magnitude of the mediating impact of workload on employee performance through job satisfaction, Sobel testing is applied as a strategy that is believed to have statistical capabilities compared to other technical approaches which are explained as follows: $Sab = \sqrt{b2 sa2 + a2 sb2 + sa2 sb2}$

With Sab calculations as follows:

$$Sab = \sqrt{0,310^2 0,134^2 + 0,232^2 0,644^2 + 0,134^2 0,644^2}$$
$$Sab = 0,096,0,018 + 0,054,0,415 + 0,018,0,415$$
$$Sab = 0,0017 + 0,0113 + 0,0074$$
$$Sab = 0,031$$

To determine the magnitude of the indirect impact of the independent variable on the dependent variable, the following calculation of the Z coefficient from the ab coefficient is applied:

$$Z = \frac{ab}{sab}$$
$$Z = \frac{0,134 \times 0,644}{0,031} Z = 2,74$$

The Z calculation result is 2.74 which exceeds the prerequisite Z score of 1.98 which indicates the job satisfaction aspect as an aspect that can moderate work rotation and employee performance.

B. Hypothesis Testing Self-Efficacy (X3) Influences Employee Performance (Y) Through Job Satisfaction (Z)

- Direct influence The magnitude of the impact that Job Rotation has on job satisfaction (Substructural one / coefficient a). $X1 \Rightarrow Z = 0,234$
- Direct influence The magnitude of the impact that job satisfaction has on employee performance (substructural two / coefficient b). $Z \Rightarrow Y = 0,310$



- c. Indirect Influence (ab coefficient) The magnitude of the impact that workload has on employee performance through job satisfaction: $X1 \Rightarrow Z \Rightarrow Y = (0,234 \times 0,310) = 0,07254$.
- C. Hypothesis Testing Self-Efficacy (X3) Influences Employee Performance (Y) Through Job Satisfaction (Z)
- a. Direct influence The magnitude of the impact that Self-Efficacy has on job satisfaction (Substructural one / coefficient a). $X1 \Rightarrow Z = 0,234$
- b. Direct influence The magnitude of the impact that job satisfaction has on employee performance (substructural two / coefficient b). $Z \Rightarrow Y = 0,310$
- c. Direct influence The magnitude of the impact that job satisfaction has on employee performance (substructural two / coefficient b). $Z \Rightarrow Y = 0,310$
- d. Indirect Influence (ab Coefficient) $X1 \Rightarrow Z \Rightarrow Y = (0,234 \times 0,310) = 0,07254$.
- Overall Influence (Coefficient c) The magnitude of the impact that self-efficacy has on performance beyond satisfaction: $X1 \Rightarrow Z \Rightarrow Y = ((0,234 + 0,310) = 0,544$

After knowing the magnitude of the mediating impact of self-efficacy on employee performance through job satisfaction, Sobel testing was applied as a strategy that is believed to have statistical capabilities compared to other technical approaches which are explained as follows: $Sab = \sqrt{b2 \text{ } sa2 + a2 \text{ } sb2 + sa2 \text{ } sb2}$

With Sat calculations as follows:

$$Sab = \sqrt{0,310^2 \cdot 0,134^2 + 0,234^2 \cdot 0,644^2 + 0,134^2 \cdot 0,644^2}$$
$$Sab = 0,096 \cdot 0,018 + 0,0548 \cdot 0,415 + 0,018 \cdot 0,415$$
$$Sab = 0,002 + 0,023 + 0,007$$
$$Sab = 0,032$$

In order to determine the magnitude of the indirect impact of the independent variable on the dependent variable, the following calculation of the Z coefficient from the ab coefficient is applied:

$$Z = \frac{ab}{sab}$$
$$Z = \frac{0,134 \times 0,644}{0,032}$$
$$Z = 2,71$$

The Z calculation result is 2.71 which exceeds the prerequisite Z score of 1.98 which indicates the job satisfaction aspect as an aspect that can moderate work rotation and employee performance. Discussion as follows:

1. The Effect of Workload on Job Satisfaction

The workload felt by employees, both positively and negatively, will influence their job satisfaction. If employees feel that the workload is heavy and is a burdensome burden, it will reduce employee morale, whereas if employees feel that the workload is light and is a challenge and responsibility that must be resolved, the employee will show good performance. Hastutiningsih (2019). Anasi (2020) explains that workload and job satisfaction have a positive and significant influence. It is important to regulate the volume of work in order to regulate the capacity that individuals have in relation to the amount of work that individuals get.

2. The Effect of Job Rotation on Job Satisfaction

Employee rotation is felt by employees both positively and negatively to influence their job satisfaction. If the company frequently rotates jobs, it will increase employee job satisfaction, whereas if the company rarely rotates jobs for employees, employees will feel that employee job satisfaction is low. This means that employee work rotation can reduce the feeling of monotony within employees. Schneider (Adilla & Budiono, 2022) explains that job satisfaction and job rotation have a positive and significant influence. This means that if the job rotation carried out by the company is appropriate and in accordance with the job classification, the job satisfaction achieved by the individual will increase. Likewise, if an individual's job rotation is low, the individual's job satisfaction decreases.

3. The Influence of Self-Efficacy on Job Satisfaction

According to (Kish-Doto, 2022) Self-efficacy is a person's evaluation of their ability or competence to carry out a task, achieve goals or overcome obstacles. Increasing self-efficacy will encourage confidence in the burden of responsibility being completed which will encourage job satisfaction for the individual himself. (Kish-Doto, 2022) explain that self-efficacy has a positive effect on job satisfaction, which means that the higher the self-efficacy an individual has, the job satisfaction the individual feels will increase, and vice versa, the lower the individual's self-efficacy, the more job satisfaction the individual feels. decrease.

4. Effect of Workload on Employee Performance

Munandar in (Munthe, 2023) stated that the meaning of workload is a task within a certain time by utilizing the potential and skills possessed by employees which must be carried out by an employee. Andhika (2022) explain that workload has a positive and significant influence, which means that if the individual's workload



is high, the individual's performance decreases, and vice versa, if the individual's workload is low, the individual's performance increases.

5. Effect of Job Rotation on Employee Performance

According to Senin (2021), rotation can provide a new atmosphere, which is useful for increasing employee experience and preventing boredom in other areas, so that employee performance will increase explained that job rotation has a positive and significant influence on employee performance, which means that if employees have frequent employee rotations in accordance with their abilities and good management policies, employee performance will increase, and vice versa if employees have low employee rotation. then employee performance will also decrease.

6. The Influence of Self-Efficacy on Employee Performance

These results indicate the influence of work rotation on employee performance at the Surabaya City Land Office. happy so that employee performance will also increase. Indirect. ((Fattah, 2017) I(Iskandar & Arif, 2023) explained that self-efficacy has a positive and significant effect on employee performance, which means that if employees have high self-efficacy, employee performance will increase.

7. The Effect of Job Satisfaction on Employee Performance

According to (Fattah, 2017) Employee performance satisfaction is a description of an employee's feelings of happiness and displeasure with the work they do, with an indication of the results of the work they have done. , compensation, self-development, supervisory supervision and relationships between employees and superiors. (Suntari&Rasto, 2018) explained that job satisfaction has a significant positive effect on employee performance, meaning that the more employees feel satisfied at work, the employee performance will increase, and vice versa, if employees feel less satisfied, employee performance will decrease.

8. The Effect of Workload on Employee Performance Through Job Satisfaction

Based on the research results, the Sobel test value for the workload variable on employee performance through job satisfaction is 4.2, which is greater than the Z score of 1.98. These results indicate that job satisfaction is an aspect that can moderate workload and employee performance. So the allegation that workload has an impact on employee performance which is moderated by job satisfaction at the Surabaya City Land Office I can be accepted. workload is a measure used by someone to express feelings of work overload, a measure of work pressure and job satisfaction. In his research, he explains that workload has an influence on performance and job satisfaction. Which means that if the workload given is appropriate then job satisfaction will increase and then result in better performance and vice versa if the workload given is not appropriate then job satisfaction will decrease and then result in poor performance.

9. The Effect of Job Rotation on Employee Performance Through Job Satisfaction

Based on the research results, the Sobel test value of the work rotation variable on employee performance through job satisfaction is 2.74, which is greater than the Z score of 1.98. These results indicate that job satisfaction is an aspect that can moderate job rotation and employee performance. So the allegation that job rotation has an impact on employee performance which is moderated by job satisfaction at the Surabaya City Land Office I can be accepted. Employee Rotation According to (Kasmir, 2016) Rotation or transfer between departments is a method of developing employees who have been in a department for too long, with the aim of ensuring that employees do not feel bored with work in one place. (Amanda et al., 2024) in their research explained that job rotation has an influence on job performance and satisfaction. This means that if the job rotation given is appropriate then job satisfaction will increase and then result in better performance and vice versa if the rotation given is not appropriate then job satisfaction will decrease and then result in poor performance.

10. The Influence of Self-Efficacy on Employee Performance Through Job Satisfaction

Based on the research results, the Sobel test value of the self-efficacy variable on employee performance through job satisfaction is 2.71, which is greater than the Z score of 1.98. These results indicate that job satisfaction is an aspect that can moderate self-efficacy and employee performance. So the allegation that self-efficacy has an impact on employee performance which is moderated by job satisfaction at the Surabaya City Land Office I can be accepted. According to Priyanto in (Ali & Wardoyo, 2021), self-efficacy is an individual's belief in their ability to carry out and organize assigned tasks to achieve a goal. Self-efficacy focuses on an individual's assessment of his abilities. (Ali & Wardoyo, 2021) in his research explains that self-efficacy has a significant influence on employee performance through job satisfaction. This shows that an increasing sense of self-efficacy and job satisfaction means that the quality of employee work can automatically improve. This indicates that the quality of work should be maximized if self-efficacy and job satisfaction are also increased.

5. CONCLUSION, IMPLICATION, LIMITATIONS AND SUGGESTION

The results of this research can be concluded that the factors supporting workload, work rotation, self-efficacy can be maintained and implemented in carrying out and managing the tasks given, which are in the Surabaya City Defense Office I, therefore the advice given in this research is employee development. who have occupied a



section for too long, with the aim that employees do not feel bored with work to achieve a goal in that place, the individual's ability to complete a task is carried out through self-development activities, be it job training, seminars and others

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